

OCTOBER 2020

## Success Profile

# GENERAL MANAGER OPERATIONS

SA Water







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# A NEW CHAPTER FOR SA WATER



**DAVID RYAN**  
CEO, SA WATER

Providing safe, clean and reliable water supplies and dependable sewerage services to our customers has always been fundamental to the liveability of our towns and cities, our health and our economy. However, the events of recent months have made these roles even more important to those we serve, and indeed all South Australians.

It is in this environment that we are embarking on a new strategy, one that seeks to hone our focus on meeting the environmental, social and economic needs of our changing world, both now and into the future.

As our new General Manager Operations, you will play a key role in working with our executive leadership team to deliver excellent service outcomes for our customers in this new role for our business.

SA Water owns and operates amongst the largest water and wastewater networks in Australia. Your leadership of the teams who ensure the safe and effective operation of these assets in both our towns and cities, and through our regions, will be key in minimising disruptions and maintaining high levels of service. These include water and wastewater mains, pumping stations and treatment plants, as well as Murray Darling Basin Authority infrastructure operated and maintained by our teams along the river.

In a time of climate uncertainty, you will manage our diverse water sources – whether they be from local catchments, the River Murray, groundwater basins, or the sea – balancing safety, security and affordability considerations, while providing fit for purpose water to the customers we serve. You too will ensure that our teams handle and treat waste with regard for the health of our communities and of our environment, striving to minimise our impacts through participation in the circular economy and the astute use of technology.

As the General Manager Operations, you will champion our people's safety. Ensuring your teams work with their safety and that of our contractors and customers front of mind each and every day.

And you will be recognised for your leadership ability. You will be a respected and experienced in leading diverse and geographically isolated teams to deliver outstanding customer outcomes.



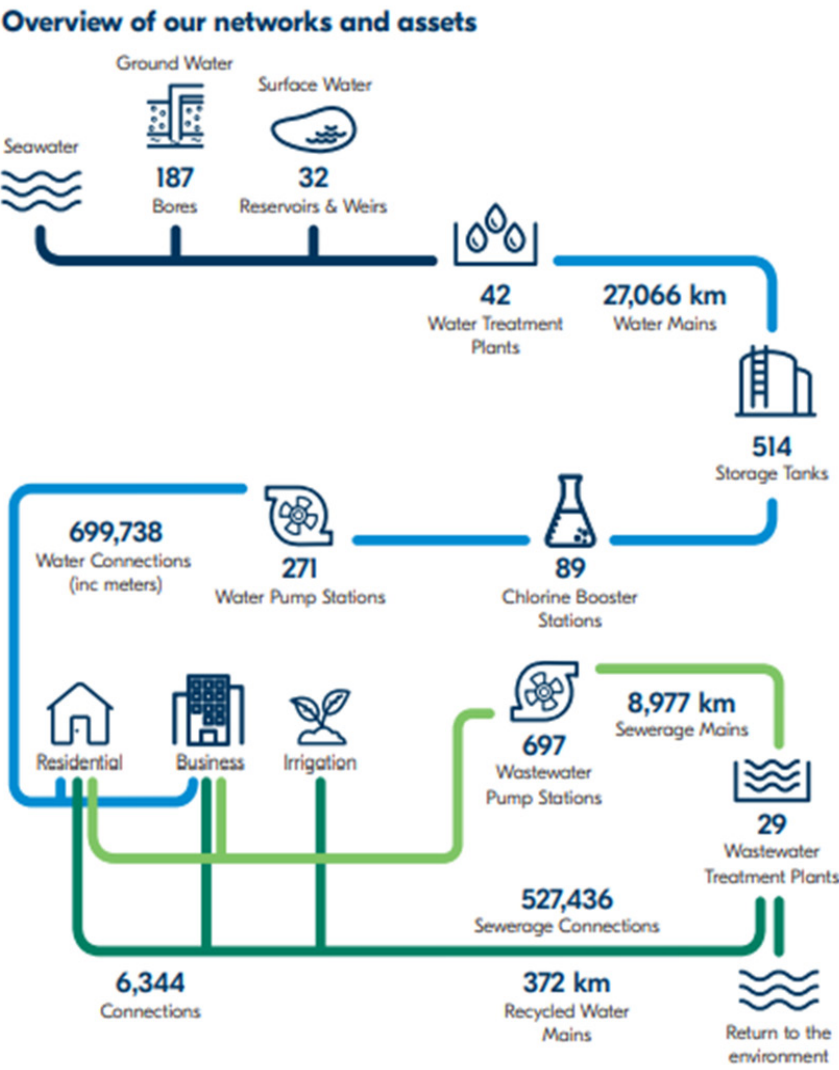


# ABOUT SA WATER

SA Water is South Australia’s leading provider of water and sewerage services, ensuring the reliable and safe delivery of services to a population of over 1.7 million people across the state.

With 1,500 staff, SA Water supplies water, removes sewage from homes and businesses, treats sewage and wastewater, and recycles some wastewater. Its \$14 billion network of assets includes 27,000 kilometres of water mains, 42 water treatment plants, four desalination plants, and 13 reservoirs. In addition to providing these essential services, SA Water provides water testing services through the Australian Water Quality Centre brand and participates in community and global projects.

In 2018/2019 SA Water recorded income of circa \$1.6 billion and delivered \$272 million in profit before tax.



# VISION & ORGANISATION



## Our Vision

Delivering trusted water services for a sustainable and healthy South Australia.

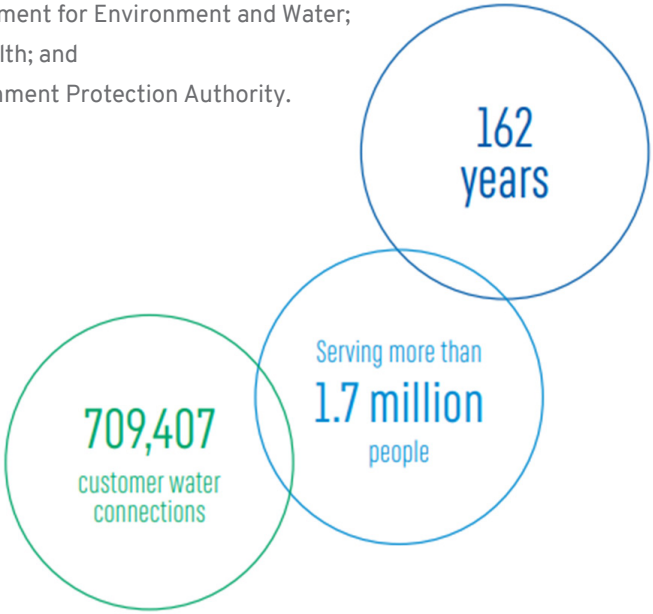


## Our Organisation

We are South Australia’s leading provider of water and sewerage services for more than 1.7 million people. For more than 160 years we have been working together with South Australians to ensure a reliable supply of safe, clean water and a dependable sewerage system. As a statutory corporation we report to an independent Board and balance the delivery of services in a competitive market with our responsibility to provide a return to government.

We are included in the portfolio of the Minister for Environment and Water and work closely with a number of South Australian government agencies including:

- Department of the Premier and Cabinet;
- Department of Treasury and Finance;
- Department for Environment and Water;
- SA Health; and
- Environment Protection Authority.





# SA WATER STRATEGY



## Delivering trusted water services for a sustainable and healthy South Australia



### Driving customer outcomes

Safe, smart, reliable and affordable services.

**Success is:** maintained trust, water quality, asset reliability, service continuity, efficient and affordable



### Water for the future

All water sources, delivery and service options considered.

**Success is:** secure customer access to fit for purpose water



### Healthy communities

Promote the health and wellbeing of active, thriving communities.

**Success is:** greener, cooler communities, reconciliation in action



### Proactive environmental leadership

Climate change action with a reduce and reuse mindset.

**Success is:** waste reduced, increased by-product reuse, climate change resilience



### Our people for the future

A more diverse, inclusive and capable workforce.

**Success is:** safe and healthy workplaces, high employee engagement, creativity through diversity

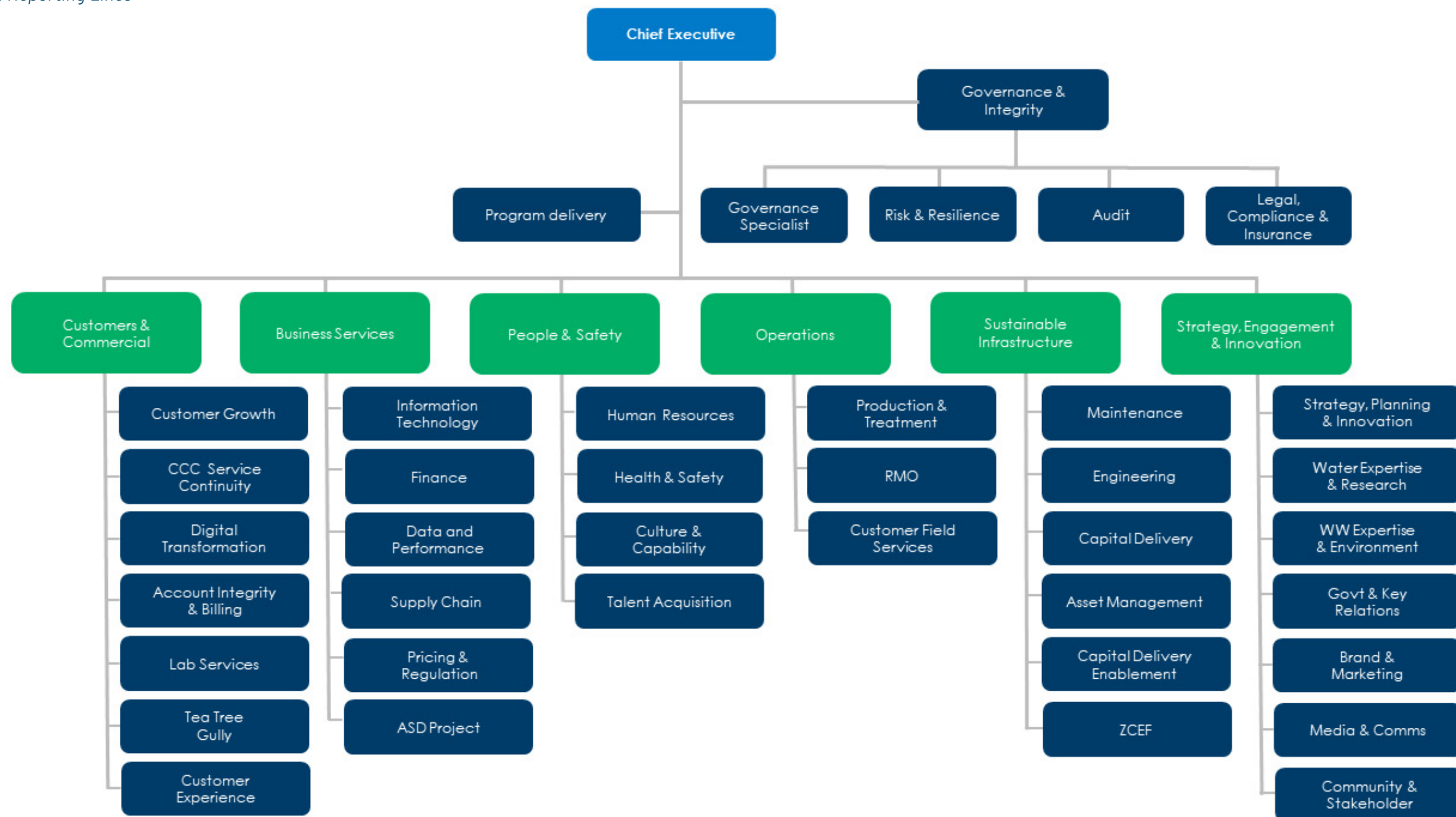
The organisation we need to be:

Safe • Innovative • Trustworthy • Courageous • Agile • Collaborative



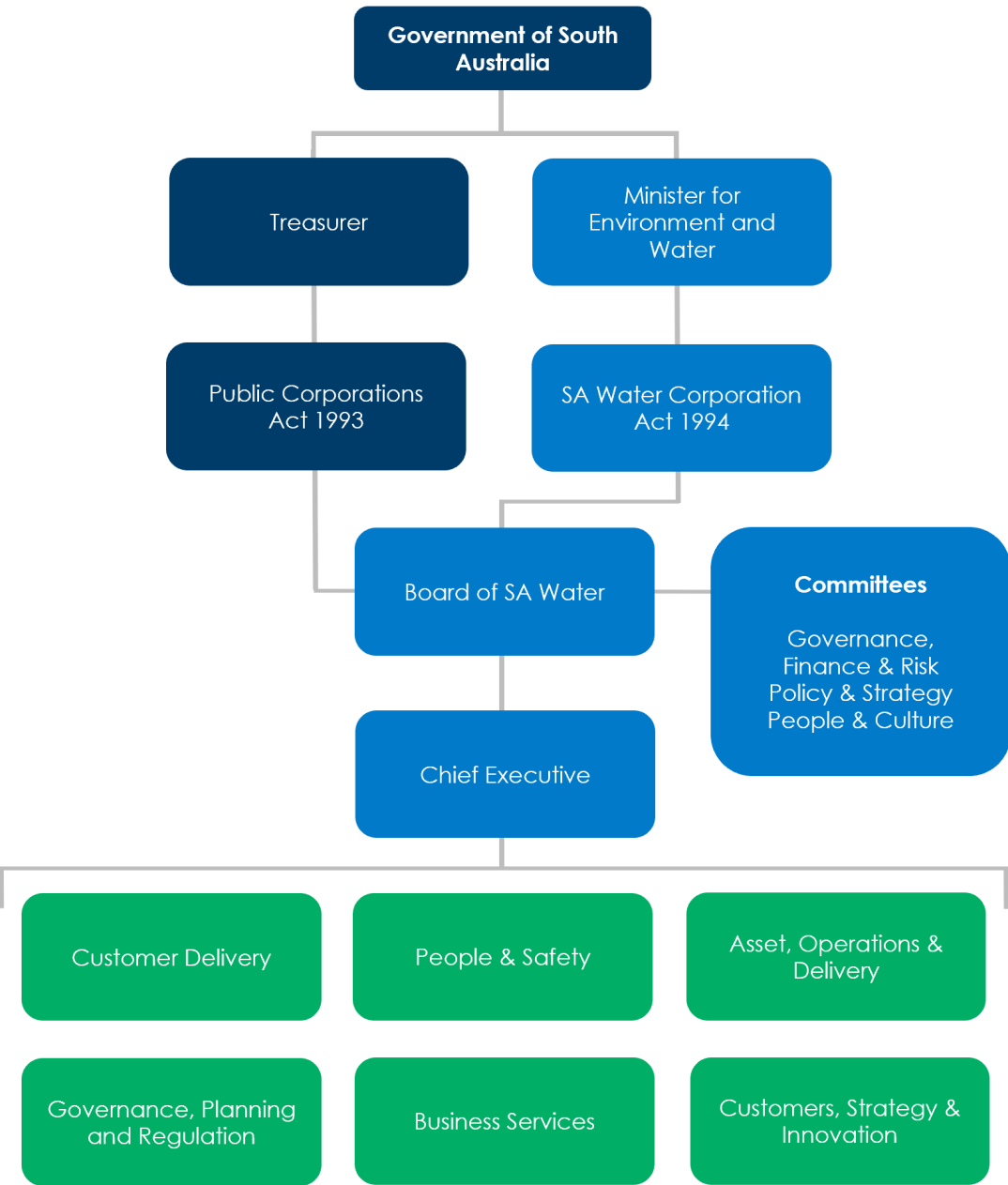
# SA WATER ORGANISATIONAL STRUCTURE

Staff and Reporting Lines





# SA WATER GOVERNANCE STRUCTURE



# GENERAL MANAGER, OPERATIONS

- A newly created role and the size and scale is unlike any in Australia
- Bring strategic & innovative leadership to a state wide operation
- A key executive role reporting to the Chief Executive

SA Water is a public corporation committed to providing world class water and sewerage services to the state of South Australia with more than 1.7 million customers.

The SA Water team, consisting of around 1,500 people, are passionate and dedicated to protecting and managing the state's water resources across a \$14 billion network of assets, including 27,000 kilometres of water mains, more than 40 water treatment plants, four major desalination plants and 32 reservoirs and weirs. In addition to providing these essential services, SA Water provides water testing services nationally through the Australian Water Quality Centre brand.

A unique opportunity now exists to join the dynamic and collaborative SA Water executive team as they embark on a journey of change with a new organisational Strategy. As the General Manager Operations, reporting to the Chief Executive, you will provide strategic advice and direction to ensure the efficient and effective delivery of SA Water's infrastructure and business operations (Production and Treatment, Field Services, River Murray Operations and Operational contract management). Leading a large workforce of 300+ employees located throughout South Australia, you will ensure they continue to provide outstanding services to the SA Water customers. Concurrently you will identify opportunities to drive improvements that result in heightened customer satisfaction while ensuring the safety of the SA Water teams and the reliability of services are maintained.

To be considered for this enviable opportunity, SA Water are seeking a proven executive leader with significant operations experience managing large complex field based workforces within the utilities, resources or similar sectors. You are known for your contemporary and strategic leadership approach and ability to drive innovative efficiencies including better utilisation of technology. You are adept at establishing credible and collaborative relationships with key stakeholders and you are highly regarded for your extemporary people leadership with a strong focus on safety and high performance.





# ROLE OVERVIEW

TITLE	General Manager, Operations
LOCATION	250 Victoria Square, Adelaide SA 5000
REPORTING TO	Chief Executive
SA WATER WEBSITE	<a href="https://www.sawater.com.au/">https://www.sawater.com.au/</a>

Purpose of the Role

Provide strategic direction to ensure the efficient and effective operation of our infrastructure and business operations in order to deliver outstanding services for our customers, drive improvements in customer satisfaction and ensure the safety of our people and the reliability of services.

Who you work with

Key Stakeholder Relationships critical to the success of this role:

- SA Water Board
- Minister
- ESCOSA
- Other Government Departments
- Media
- Relevant Service Partners

Special Conditions

- Flexible hours and some after hours as required, some intra and interstate travel (mandatory)
- You will be required to hold a current driver’s licence at all times

# KNOWLEDGE, SKILLS & EXPERIENCE

Foundation Knowledge, Skills, Experience and Qualifications	Desirable or Essential
Relevant tertiary qualifications in engineering, science, asset management, business or operations	Essential
Significant depth of executive experience and strong leadership capabilities	Essential
Significant experience in leading large and diverse teams and ability to management multiple stakeholder relationships and change culture	Essential
Significant experience in the water service industry or utility sector and working in a commercial or regulatory environment	Essential
Demonstrated experience in identifying and implementing continuous improvement and innovation initiatives	Essential
Significant technical skill and financial management experience in a commercial environment	Essential
Experience in managing crisis situations and media spokesperson	Essential

WORKING TOGETHER TO  
SUSTAINABLY IMPROVE  
WATER SERVICES.



## KEY ACCOUNTABILITIES

### Lead the organisation to deliver strategic and corporate objectives

- As a member of the Senior Leadership Team, work collaboratively towards achieving the strategic and corporate objectives.
- Ensure consistency across the business unit(s) and integrate the work of teams to deliver a culture of service excellence.
- Ensure the quality of management for staff-once-removed, enabling systemic trust and fairness.
- Build capability for future roles.
- Act as the steward of nominated organisational goals to ensure their successful outcome.
- Act as an oversight for allocated business initiatives.
- Action reporting of business initiatives and coordinate mitigation plans to ensure targets are met.
- Review business initiatives and targets annually and propose changes or additional measures where required.

### Deliver Group Business Plan

- Ensure operational processes are driven by customer requirements.
- Ensure operations planning and maintenance planning functions optimise resource inputs and plant outputs.
- Ensure community customers are engaged in the lifecycle decisions making process and aware of the plans for an asset.

### Effective financial management to deliver value for money services

- Ensure commercial goals and profit and loss for non-regulated business.
- Ensure operating budgets are efficiently managed and expenditure is aligned to expectations.

### Influence and collaborate with Stakeholders

- Take an active and influencing role with State Government Departments and other key decision makers to ensure the interests of SA Water stakeholders are represented and decisions are made in an informed manner.
- Work collaboratively with the Essential Services Commission, SA Health, the Environmental Protection Authority and other regulators and government stakeholders.
- As part of the Senior Leadership Team, work with stakeholder groups, including industry associations, professional bodies, community groups, and special interest groups such that their concerns and issues are considered when formulating plans and policies.
- Ensure the highest standards of stakeholder and customer relations are maintained.
- Lead a culture focused on delivery to customers.
- Represent SA Water in the media as required.

### Build and lead an effective team that works collaboratively toward achieving the organisation's goals

- Build and maintain a strong, constructive working relationship with staff, focused on achieving business goals and enabling team members to work safely to their full potential.
- Set effective baseline conditions for productive work by completing important people management processes of selection, induction, assessment and recognition of performance.
- Ensure business plans are developed to achieve strategic priorities and performance goals of team members are aligned, ensuring accountabilities and authorities are clear and that direct reports have the authorities needed to be able to achieve their work.
- Hold quality conversations providing relevant and timely feedback and invest in the development of our people to build team capability.
- Ensure the team works collaboratively to leverage the collective capability, make better decisions, and move forward with commitment.
- Identify and implement opportunities for continuous improvement to build a culture of service excellence.

### Develop and implement technical, process and quality innovations

- Ensure processes maximise workforce motivation and productivity.
- Deliver projects that continuously improve the operations of SA Water and balance the needs of stakeholders including customer and employees with financial, safety, risk and compliance requirements.

“  
**Delivering trusted  
water services  
for a sustainable  
and healthy South  
Australia**

*SA Water*





# WHAT DOES SUCCESS LOOK LIKE?

If you're sitting down with the Chief Executive in 12 months' time and you've met his expectations in this role, this is what you will have focused on and achieved:

## Strategy Delivery

- As a member of the Executive Leadership team you have championed the new organisational strategy
- As the General Manager Operations, you have delivered the expected strategic outcomes

## Customer Outcomes

- You have successfully delivered against KPIs in relation to customer performance
- Your team have continued to deliver safe drinking water and reliable wastewater services to the SA Water customers
- You have used your innovative mindset to enhance the delivery of services making them more efficient and more affordable

## Staff Leadership

- You have provided a safe and progressive working environment
- You have implemented a structured approach to succession planning
- You have enhanced the culture and performance of the Operations team

## Enhancement of Safety

- You have taken a strategic approach to safety, setting a benchmark to lift the capacity and leadership of safety across your team, in turn further improving safety performance.

## Adelaide Service Delivery – Effective Transition & Operational Efficiency

- With the upcoming changes to the maintenance, and production and treatment contract arrangements you have worked with the GM People and Safety on the successful transition and integration of the circa 500 staff, seamlessly into the organisation
- Beyond the transition to the new service delivery model, the contracts are being managed effectively and the operational outcomes are efficient.

## Stakeholder Relationships

- You have built credible relationships with key external stakeholders including the Minister, ESCOSA, key Government Departments, the Media and relevant service partners
- You have built credibility and trust with the SA Water Board
- You have formed collaborative relationships with your executive peers
- You have developed a respectful, trusted and collaborative relationship with your Chief Executive





# CONTACT

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